scruminc.

AGILE HEALTH ASSESSMENT RESEARCH

The State of Organizational Agility

Insights Across Five Dimensions of Organizational Performance

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6,511
ASSESSMENT RESPONSES

59
ORGANIZATIONS

19
PERFORMANCE INDICATORS

01	02	03	04	05
Customer Centricity	Delivery	Prioritization	Organizational Optimization	Culture & Mindset

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.01 Executive Summary

At Scrum Inc., we help organizations deliver what matters, faster and with confidence. For more than 20 years, we've partnered with leaders to align strategy with execution, transform operating models, and build lasting organizational agility.

Founded by Dr. Jeff Sutherland, co-creator of Scrum and creator of Scrum@Scale, our work is grounded in decades of real-world experience helping organizations improve how they operate and deliver value.

That experience informs our approach to understanding organizational agility, including the development of our proprietary Scrum Inc. Agile Health Assessment. The assessment examines organizational health across five dimensions: Customer Centricity, Delivery, Prioritization, Organizational Optimization, and Culture & Mindset. Together, these dimensions comprise 19 indicators that provide a more detailed view of how effectively an organization operates.

Over the years, these assessments have given us a rich and unique dataset through which to examine organizational agility across industries. In the first half of 2026, we brought together a research team to organize, standardize, and validate the data while maintaining complete confidentiality.

Although our dataset spans many years, we focused this analysis on the most recent three-year period, 2023–2026, using AI to support our internal research process.

The resulting research draws on assessments from 6,511 assessment responses across 59 organizations, supplemented by discovery and due diligence interviews. Between August and October 2026, we published five Insights Briefs, each exploring one dimension of organizational agility. Together, they examine where organizations demonstrate strength, where challenges persist, the patterns that emerge across the findings, and what those insights mean for leaders.

What makes this research particularly valuable is the combination of data and on-the-ground experience. Our assessment findings, together with what we observe every day in our work with clients, offer a distinctive perspective on the challenges and opportunities organizations face.

We're proud to share these insights with our clients, partners, and the broader business community, contributing to a deeper understanding of organizational agility and how it can be improved.

.01 · EXECUTIVE SUMMARY, CONTINUED

Summary Findings

Throughout this report, we dissect each dimension individually and share the results of our Insights Briefs. However, there are key themes that cut across the five dimensions:

Most common strength	Customer Centricity, ranked first by 51% of organizations.
Most consistent weakness	Organizational Optimization. 90% of organizations score it below their own average on the other four dimensions, and it is the most common weakest dimension, followed by Prioritization.
Rarely a strength	Delivery. Only 2% of organizations in the sample rank it first.
Lowest indicator overall	Need-Based Reprioritization, 19th of 19.
Leaders see the gaps first	Where leaders and teams disagree, leaders give the lower score more often than teams in all five briefs.

Implications for Leaders

The briefs point leaders at the system before the people: across the five dimensions they find weaknesses that track operating-model design more closely than workforce commitment or capability.

1. **Make reprioritization a routine.** High performers reprioritize on a cadence. Low performers wait for escalation or a single decision-maker.
2. **Invest at the seams between teams.** Teams already run well internally. The returns are in cross-team coordination, faster decisions closer to the work, and structures that can be reconfigured.
3. **Connect customer signals to the backlog.** Know who synthesizes market feedback, when it changes priorities, and how small releases test assumptions quickly.
4. **Replace heroics with repeatable delivery.** If delivery repeatedly depends on people over-delivering, the system is borrowing against employee engagement and will impact morale before long.
5. **Treat engagement as an early warning.** Commitment can stay high while overburden builds. Make empowerment structural, with real decision rights and slack capacity.
6. **Investigate leader-team gaps.** When leaders and teams score the same thing differently, the gap is information, not noise.

.01 · EXECUTIVE SUMMARY, CONTINUED

The Cross-Cutting Patterns

Each brief tells part of the story. Together, they show how the organization's operating model functions as a system.

1 **Set vs. adapt:** organizations set vision and serve known customer needs well, but struggle to reprioritize as conditions change or to detect emerging market needs. Organizations lack the ability to rapidly respond to change.

2 **Within vs. between teams:** team process is a strength, while cross-team delivery and structural flexibility are among the weakest indicators in the model. The opportunity for improved team performance is across teams.

3 **Commitment vs. capacity:** people follow through, but Heroism (70% of organizations) and Persistent Overburden (80%) show that individuals are absorbing the cost. Employees are committed to their work, but that commitment will show up in lower morale or turnover.

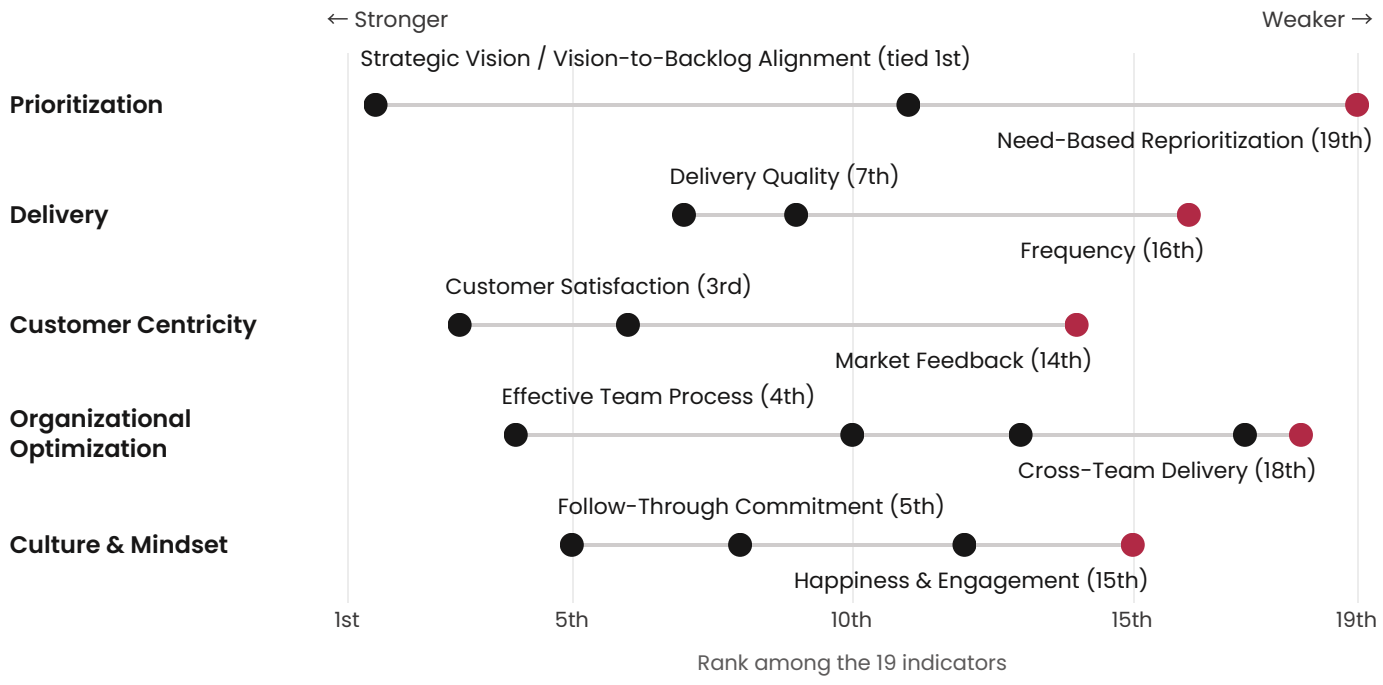
4 **Decision latency and silos:** decision latency and silos recur in the Prioritization, Organizational Optimization and Customer Centricity dimensions, the only patterns that repeatedly and significantly show up in multiple areas. The lack of empowered decision making and cross-teaming are real organizational challenges.

5 **Leaders rate lower:** when there is a scoring difference, leaders consistently rate performance lower than teams. Whether leaders realistically or unrealistically expect more, there is a disconnect with teams.

FIGURE .01

Every dimension holds both strong and weak indicators

Each dot is one indicator, placed by its rank among all 19. **Red** marks each dimension's weakest indicator.



.01 · EXECUTIVE SUMMARY, CONTINUED

Five Dimensions at a Glance

Within each individual dimension section, we will cover the following: how organizations rated the overall dimension, the corresponding indicators for that dimension, key patterns that emerged across the model, and what differentiates high performing and low performing organizations. Below is a high-level summary of each dimension:

DIMENSION	WHERE IT STANDS	STRONGEST VS. WEAKEST INDICATOR (RANK OF 19)	MOST RELEVANT THEME (% OF ORGS)	INSIGHTS BRIEF'S CORE RECOMMENDATION
Prioritization 	Second weakest dimension (30.6%)	Strategic Vision and Vision-to-Backlog Alignment tied at #1; Need-Based Reprioritization 19th	Priority Whiplash (100%)	Build reprioritization into a regular cadence instead of waiting for a decider
Delivery 	Only 2% of orgs rank it first; 80% place it in their bottom three	Delivery Quality 7th; Frequency 16th	Heroism (70%)	Replace heroic effort with repeatable systems
Customer Centricity 	Most common top strength (51%)	Customer Satisfaction 3rd; Market Feedback 14th	Internal Proxies Muffle the Customer's Voice and the Loudest Customer Shapes the Roadmap (60% each)	Give customer feedback a clear path into prioritized work
Organizational Optimization 	Most consistently weak; 90% score it below their own average	Effective Team Process 4th; Cross-Team Delivery 18th	Communication Silos (90%)	Invest in cross-team coordination and treat the operating model as a product
Culture & Mindset 	Middle of the model; top strength for 31%	Follow-Through Commitment 5th; Happiness & Engagement 15th	Persistent Overburden (80%)	Remove operating-model constraints before launching culture initiatives

.02 Introduction

Organizational agility is rarely uniform. An organization can be strong in one area of performance and weak in another, and the gaps are easier to see when the areas are examined together.

PURPOSE OF THE RESEARCH

Scrum Inc.'s Agile Health Assessment measures 19 performance indicators across five dimensions: Customer Centricity, Delivery, Prioritization, Organizational Optimization, and Culture & Mindset. Each dimension was examined in its own research article.

This report collects those five articles into one publication.

WHY LOOK ACROSS DIMENSIONS

Placing the dimensions side by side shows where relative strengths and weaknesses sit across the full set of indicators, and where similar patterns appear in more than one dimension.

The connections shown in Section 06 are observations across existing findings. They do not establish that one dimension explains or causes another.

.03 Research Methodology

About the Agile Health Assessment

The Agile Health Assessment is Scrum Inc.'s assessment of organizational agility. It measures 19 performance indicators grouped into five dimensions, and compares responses from leaders and team members.

Research population and scope

6,511	59	19	5
ASSESSMENT RESPONSES	ORGANIZATIONS	INDICATORS	DIMENSIONS

.03 · RESEARCH METHODOLOGY, CONTINUED

Leadership and team perspectives

Responses are compared between leaders and team members. Where they differ, the research reports the share showing misalignment and, where available, the direction of the difference.

Qualitative analysis

Each article identifies recurring themes and organizational patterns alongside the quantitative results.

DEFINITIONS

Leaders are respondents who lead multiple teams; the comparison group is team members. Leaders and teams are counted as misaligned when their average scores for an organization differ by 8% or more.

METHOD

Themes were identified with NotebookLM, an AI research tool, from client interviews, focus groups, and free-text survey responses, then verified by the authors. A theme counts for an organization only when a respondent's own words confirm it. Theme percentages show the share of organizations reviewed for each dimension in which the theme appeared.

How to interpret the findings

1 · RANKS ARE RELATIVE



Strongest relative performance Weakest relative performance

An indicator ranked 19th has the weakest relative performance of the 19. It does not necessarily have a low absolute score.

2 · PERCENTAGES HAVE DIFFERENT DENOMINATORS

Some percentages describe organizations (for example, 80% of organizations rank Delivery Frequency lowest within Delivery). Others describe leadership and team misalignment, or a subset of misaligned cases. Each figure in this report states what it counts. Figures with different denominators should not be compared directly.

3 · CONNECTIONS ARE OBSERVATIONS

Where findings from different dimensions are shown together, the comparison makes the pattern visible. It does not imply that one finding causes or explains the other.

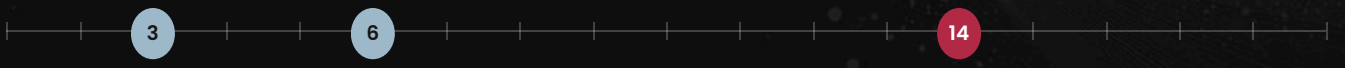
01 Customer Centricity

An organization's ability to identify changing customer needs and deliver the right solutions at the right time.

51% **of organizations rank Customer Centricity as their #1 strength.**

Only 10% rank it their weakest. The dimension is broadly healthy.

SUB-DIMENSION RANKS AMONG ALL 19



INSIGHTS BRIEF

Dimension: Customer Centricity

Business agility is an organization's ability to adapt to changing customer needs and market conditions while continuing to deliver value. Customer Centricity is fundamental to achieving this agility because organizations cannot adapt effectively unless they can identify changing customer needs, translate those signals into priorities, and respond through their products and services.

01 What Is Customer Centricity, and Why Does It Matter to Agility?

A customer-centric organization does more than express a commitment to its customers. It builds customer and market feedback into the way work is prioritized, developed, and improved. **Customer Centricity refers to an organization's ability to identify changing customer needs and deliver the right solutions at the right time.**

The customer may be external or internal. In either case, keeping the customer top-of-mind in action, not just words, allows an organization to distinguish itself and create real value. Customer Centricity is the most frequently reported organizational strength—but only 51 percent of organizations rank it first.

More importantly, that apparent strength masks a significant vulnerability: organizations appear better at responding to customer needs they already understand than at detecting emerging needs and converting customer and market signals into prioritized work.

FIGURE 01.1

51% **of organizations rank Customer Centricity as their #1 strength.**

Only 10% rank it their weakest. The dimension is broadly healthy.



STRONGEST DIMENSION

The findings suggest that organizations believe they know their customers but may struggle to convert customer evidence into changed priorities and consistent delivery. Customer Satisfaction ranks 3rd among all 19 Agile Health Assessment indicators, implying strength in recognizing and responding to explicitly stated needs. That strength, however, does not necessarily mean customer evidence consistently changes priorities or execution.

Market Feedback, which measures an organization’s ability to capture and act on signals customers do not explicitly articulate, ranks 14th of 19. This suggests that organizations may understand some customer needs but struggle to respond to less explicit signals and translate what they learn into priorities and action.

In other words, organizations tend to respond to customer signals after they become clear rather than detecting them early. Customer Satisfaction is a lagging indicator. Market signal capture is the leading one, and it is the part of this dimension that consistently underperforms.

02 What Are the Three Customer Centricity Sub-dimensions?

To truly understand how an organization enables Customer Centricity, we look at three sub-dimensions:

SUB-DIMENSION #3

Customer Satisfaction

Is there a defined practice or process for gathering customer satisfaction on a set cadence? Is customer feedback measured, analyzed, and acted upon?

SUB-DIMENSION #6

Solution Innovation

Are customer solutions and products tailored or adapted to meet evolving customer needs? Is innovation built into solution and product development?

SUB-DIMENSION #14

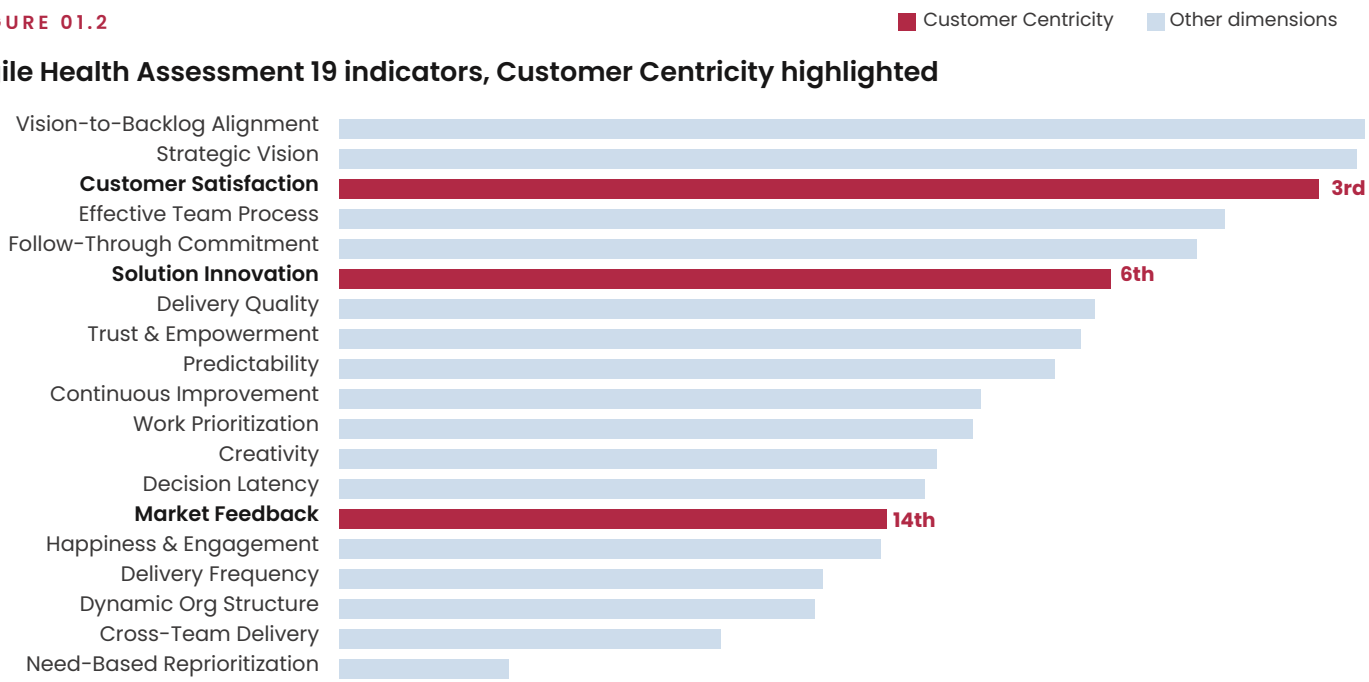
Market Feedback

Does the organization have a repeatable system for gathering, interpreting, and acting on timely customer and market feedback? Do those signals change priorities, decisions, and what gets built?

77.5 percent of organizations rank Market Feedback as their lowest sub-dimension within Customer Centricity. For organizations struggling with how to center their customers' needs, gathering market feedback can be a clear initial area for improvement.

FIGURE 01.2

Agile Health Assessment 19 indicators, Customer Centricity highlighted



All 19 Agile Health Assessment indicators ranked, with Customer Satisfaction highlighted in third place, Solution Innovation in 6th, and Market Feedback in 14th.

The rankings reveal a gap between customer focus and the ability to act on customer evidence. Customer Satisfaction ranks 3rd of 19 indicators and Solution Innovation ranks 6th, while Market Feedback falls to 14th. This 11-position gap may create a false signal: organizations can appear customer-centric because they respond well to known needs, even when they struggle to detect change and translate market feedback into adjusted priorities, decisions, and work.

03 How Do Leaders and Teams Perceive Customer Centricity Differently?

Across our data set, 47.6 percent of organizations show meaningful misalignment between leaders and teams. Among those organizations, 60 percent have leaders rating Market Feedback lower than their teams do.

One possible explanation for the leader-team divide is that product-development teams are often separated from customers and receive feedback through second-hand channels such as surveys, sales teams, account teams, support channels, or product intermediaries. Teams may see that customer information is being collected, while leaders are evaluating whether it reaches product teams with sufficient context and meaningfully changes priorities.

FIGURE 01.3

Leaders see the signal-capture gap more than teams do

How often leaders and teams disagree on Market Feedback, and which way the gap leans

47.6% of organizations show meaningful misalignment between leaders and teams on Market & Customer Feedback

60% of those misaligned organizations have leaders rating Market Feedback lower than their teams

Where leaders and teams disagree, leaders consistently see less signal capture, not more.
Leaders typically see friction that teams have come to treat as routine.

04 What Do the Findings Tell Us Overall?

These findings reveal an important distinction: responding to known customer needs is not the same as building the feedback systems required to detect change and shape what gets built next.

Organizations appear equipped to respond when customer needs are already known. Yet, the Market Feedback findings reveal a more consequential gap: many organizations lack a systematic way to uncover what customers will need next and translate that evidence into priorities.

Weak feedback-to-priority loops increase the risk of funding work that does not address emerging needs, responding late to market shifts, and scaling solutions based on internal assumptions rather than current customer evidence.

So why does market feedback lag when customer-facing performance is otherwise so strong? Three recurring patterns offer an explanation: signals are filtered through internal proxies, shaped by the loudest voices rather than the broader market, and lost across organizational silos.

FIGURE 01.4

F1	Customer Centricity is the most common #1 strength in the dataset (51% of organizations) and is rarely the weakest area (10%).
F2	Inside the dimension, Customer Satisfaction (rank 3) and Solution Innovation (rank 6) are strong; Market Feedback (rank 14) lags and is the weakest CC sub-dimension in 77.5% of measured organizations.
F3	Where leaders and teams disagree on Market Feedback, leaders rate it lower 60% of the time, consistent with the patterns seen with the Delivery and Prioritization dimensions.

05 What Patterns Emerge Across Organizations?

Across the organizations in our data set, three patterns emerge that explain why organizations struggle to capture customer signals effectively.

FIGURE 01.5

C1

Internal Proxies Muffle Customer Voice

60%

WHAT IT IS

Customer signals are intercepted by internal proxies (POs acting as project managers, account teams, executive interpreters) before reaching the people building.

WHAT IT COSTS

Decisions are based on distorted or stale signals. Innovation satisfies internal assumptions instead of customer pain points.

C2

Voice of the Loud Customer

60%

WHAT IT IS

Roadmaps tilt toward whichever customer escalates loudest, not whichever signal is most representative.

WHAT IT COSTS

Product evolves around outliers; the broader market moves without being noticed.

C3

Siloed Language Fragments Intent

50%

WHAT IT IS

Functional units use mutually exclusive language for the same outcome. Groups end up "saying the same thing without realizing it."

WHAT IT COSTS

Cross-functional handoffs lose intent in translation. Customer-facing teams receive fragments instead of direction.

Internal Proxies Muffle the Customer's Voice

This pattern appears in 60 percent of organizations. Customer signals are intercepted by internal proxies, including product owners acting as project managers, account teams, and executive interpreters, before they reach the people building the product.

As those signals move through the organization, they can become distorted, delayed, or disconnected from their original context. Decisions are then based on those distorted or stale signals, and innovation satisfies internal assumptions instead of customer pain points.

This may be another explanation for the leader-team divide. Product-development teams may receive customer information through product owners, sales teams, account teams, surveys, or other intermediaries rather than through direct customer contact. Leaders may therefore see broader gaps in how customer signals are captured, interpreted, and translated into product decisions.

Rather than incorporating direct customer and market feedback, internal translations and organizational biases inform product design and solution development.

The Loudest Customer Shapes the Roadmap

The Voice of the Loud Customer pattern also appears in 60 percent of organizations. Roadmaps tilt toward the customer who escalates the loudest rather than the signal that is most representative of the broader market, so the product evolves around outliers while the broader market moves without being heard. In this pattern, the squeakiest wheel shapes organizational priorities.

Silos Disrupt Customer Learning

The third pattern reflects a familiar organizational challenge: silos.

Functional groups use different language to describe the same outcome, often saying essentially the same thing without realizing it, and cross-functional handoffs lose intent in translation.

In Customer Centricity, the breakdown often occurs between receiving a customer signal and translating it into decisions and action.

06 What Separates Organizations with Stronger and Weaker Customer Centricity Scores?

For this analysis, organizations were grouped into the top and bottom quartiles based on their Customer Centricity dimension scores, rather than their overall Agile Health Assessment performance. The clearest distinction between organizations in the top and bottom quartiles of this dimension is not how much they say they value customers. It is whether they have established ways of working that consistently turn customer and market signals into product decisions and prioritized work.

Organizations in the top quartile describe repeatable feedback loops:

- "Customer signal goes straight to the backlog."
- "We ship to learn."
- "The Product Owner owns the voice of the customer."

These statements reflect customer learning built into the way work gets done: frequent, lightweight customer contact; backlog items tied directly to customer or market signals; hypotheses tested through small releases; and negative feedback treated as data to learn from.

Organizations in the bottom quartile describe something different: opinions, proxies, and isolated activities:

- "The CEO has a strong view."
- "We surveyed once last year."
- "Sales tells us what customers want."

Here, customer understanding depends more heavily on who is interpreting the signal. Feedback may be collected without changing priorities, internal conviction can outweigh market evidence and negative feedback becomes something to manage rather than information that shapes what happens next.

FIGURE 01.6

TOP-TIER ORGS DESCRIBE FEEDBACK LOOPS	LOWER-TIER ORGS DESCRIBE OPINIONS
"Customer signal goes straight to the backlog." *"We ship to learn."* *"The Product Owner owns the voice of the customer."*	*"The CEO has a strong view."* *"We surveyed once last year."* *"Sales tells us what customers want."*
• Continuous, lightweight customer contact • Backlog items traced back to a signal • Hypotheses tested with the smallest viable release • Negative feedback treated as data	• Customer signal filtered through internal proxies • Surveys collected, rarely re-prioritized into work • Innovation driven by internal conviction • Negative feedback treated as a complaint to manage

The difference is not whether organizations care about customers. It is whether customer learning has a reliable path into the work. Higher-scoring organizations close the loop between signal, decision, and action.

Organizations in the bottom quartile are more likely to break that loop along the way. The implication is simple: customer evidence creates little value unless it changes priorities, decisions, and what gets built.

07 What Does This Mean for Leadership?

1

A high score can create false confidence. Customer Centricity is the most common #1 strength, but the gap between Customer Satisfaction (ranked 3rd) and Market Feedback (ranked 14th) reveals an important blind spot. Organizations are good at responding to customer needs they already understand. Leaders should be asking whether their teams are equally equipped to detect and act on needs as they emerge.

2

Customer feedback needs a path into the work. Surveys, interviews, support tickets, and market observations only create value when they influence decisions. Leaders should look beyond whether feedback is being collected and ask what happens next: Who synthesizes it? How does it affect priorities? When does a customer signal actually change the backlog? Without that pathway, Voice of the Customer becomes reporting rather than a mechanism for learning.

3

Test assumptions before you commit. Customer feedback still has to be interpreted, and every interpretation carries assumptions. Leaders can reduce the risk of internal conviction becoming "customer truth" by enabling teams to test those assumptions through small releases and ship-to-learn cadences. The goal is not to eliminate strong opinions. It is to create a system where evidence can challenge them before too much time and investment are committed.

For leaders, the takeaway is not simply to listen to customers more. It is to build an organization where customer signals can reach the work, challenge assumptions, and change direction while there is still time to act.

08 Summary

Customer Centricity is the most frequently reported #1 strength across our sample, with 51 percent of organizations ranking it first. Organizations perform well when customers clearly express their needs and those needs can be translated into action.

But the same data reveal where that strength begins to break down. Organizations are much less effective at capturing and acting on the customer and market signals that are never stated outright. Three recurring patterns help explain why: customer signals are filtered through internal proxies, shaped by the loudest voices instead of the broader market, and lost across organizational silos.

Leading organizations don't succeed simply because they're closer to their customers. They build repeatable systems that turn customer and market signals into prioritized work. In other words, the challenge isn't responding to customers. It's learning from them early enough to change what gets built. The ability to consistently translate those signals into action is what enables organizations to create value as customer needs evolve.

02
Delivery

The outcomes that a team produces. Whether it is a physical product, software, or a service, Delivery is how a team produces value for its organization.

Only 2%

of organizations rank Delivery as their top strength.

Customer Centricity tops the list 51% of the time. Delivery: 2%.
Among the five performance areas, Delivery has considerable potential to differentiate.

SUB-DIMENSION RANKS AMONG ALL 19



01 Customer Centricity	**02 Delivery**	03 Prioritization	04 Organizational Optimization	05 Culture & Mindset

INSIGHTS BRIEF

Dimension: Delivery

01 What Is Delivery, and Why Does It Matter to Agility?

Delivery refers to the outcomes that a team produces. Whether it is a physical product like a building or product, software, or a service – **Delivery is the output that drives a team's work effort.** Teams organize around producing a defined "thing" for their external or internal customers. That "thing" is how value is measured. Whether it is a part of a product or the sum of the product, Delivery is how a team produces value for its organization.

The overwhelming finding in our data is that delivery performance tracks operating-model design more closely than it tracks workforce commitment. Where delivery runs well, organizations share a common architecture: visible systems for completion, sequenced work rather than stacked demands, time-boxed commitments, distributed decision rights, and impediments treated as a routine queue rather than as exceptions.

Where delivery falters, the same kind of workforce operates without that architecture: completion becomes leader-dependent or improvised, rather than sequenced, dates get negotiated rather than held, decisions escalate up the hierarchy, and recovery runs on individual effort rather than process.

Delivery presents the clearest organization-wide opportunity for improvement across the assessment. Only 2% of organizations in the sample rank Delivery as their top strength. Approximately 73.5 percent score Delivery below their own average across the other four dimensions, 81.6 percent place it among their bottom three, and 38.8 percent place it among their bottom two. This consistency points to a problem in the mechanics of how work moves through the organization, not a problem with workforce commitment or capability.

02 What Are the Three Delivery Sub-dimensions?

To truly understand how an organization delivers, we've broken this dimension down into three sub-dimensions:

SUB-DIMENSION #16

Frequency

Is the frequency of product increments appropriate? Are teams following the appropriate cadence to deliver?

SUB-DIMENSION #9

Predictability

How predictably and reliably does the organization meet delivery expectations? What is the level of confidence in meeting established goals and deadlines?

SUB-DIMENSION #7

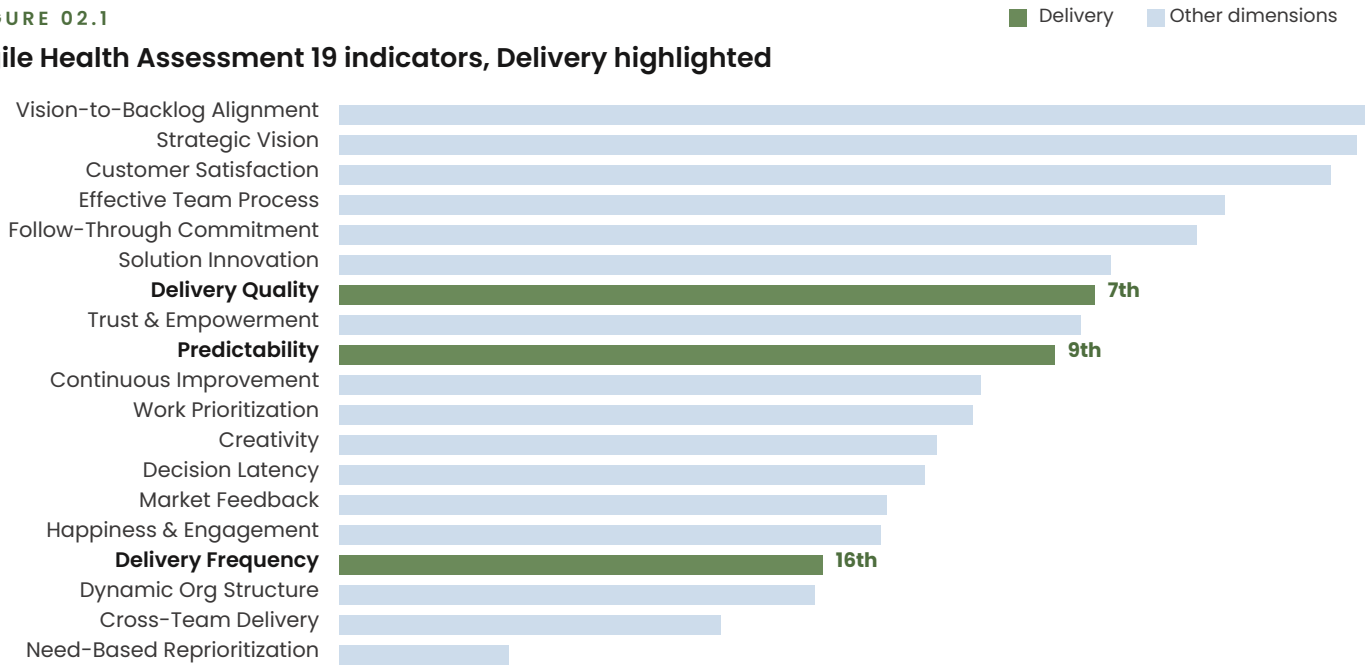
Quality

What is the quality of the work products delivered? Do outputs meet expected quality standards?

Delivery's weakness is concentrated in Frequency rather than spread evenly across all three sub-dimensions. Eighty percent of organizations rank Frequency as their lowest Delivery measure, while 80% of the lowest-scoring quarter rank Frequency lowest. The clearest opportunity is therefore not Delivery broadly, but the cadence at which organizations complete and release valuable work.

FIGURE 02.1

Agile Health Assessment 19 indicators, Delivery highlighted



The three Delivery indicators: Quality 7th, Predictability 9th, Frequency 16th

The severity for Frequency becomes even more clear when compared against the assessment's full set of indicators. Across all 19 sub-dimensions spanning all five performance areas, Delivery Quality ranks 7th and Predictability ranks 9th, both comfortably in the upper half. Delivery Frequency ranks 16th of 19, the fourth-worst indicator in the entire model; only three indicators in the Agile Health Assessment model, Dynamic Org Structure, Cross-Team Delivery, and Need-Based Reprioritization, score lower.

The Delivery problem, in other words, is not a broad quality issue. It is specifically a cadence problem, and it is one of the worst-performing measures the assessment tracks anywhere in the model.

03 How Do Leaders and Teams Perceive Delivery Differently?

Perception adds a second, independent layer of evidence. Across the dataset, 50% show a leader–team gap; where they differ, leaders rate Delivery lower 90% of the time.

That misalignment is informative on its own. It suggests leaders are frequently catching friction that teams have already absorbed as routine and normalized as par for the course. The challenges required to deliver no longer register to the people closest to the work as a problem worth flagging; those challenges are baked into how a team operates.

When a team is compensating for a broken cadence through personal effort, the team focuses on the outcome (e.g. the date was hit) while the leader senses the strain required to achieve that goal.

The gap between leader and team perception should be read as signal, not noise, and the qualitative and quantitative evidence point in the same direction independently.

FIGURE 02.2

How often leaders and teams disagree on Delivery, and which way the gap leans

Misalignment is concentrated, and it leans in one direction

50% of organizations show misalignment between leaders and teams on Delivery

90% of those misaligned organizations have leaders rating Delivery lower than their teams

Where leaders and teams disagree, leaders see more friction, not less.

04 What Do the Findings Tell Us About Delivery?

Four findings converge on a more specific diagnosis than "Delivery is weak."

First, only 2% of organizations rank Delivery as their top strength. Second, Frequency is the lowest Delivery measure in 80 percent of organizations. Third, Frequency ranks 16th of all 19 assessment indicators, while Quality and Predictability rank considerably higher. Fourth, when leaders and teams disagree, leaders rate Delivery lower 90 percent of the time.

Together, these findings point to a cadence problem that can remain hidden when teams compensate through added effort. The principal opportunity is not improving Delivery broadly; it is creating a repeatable system for completing and releasing valuable work.

FIGURE 02.3

F1	Delivery sits below the other four performance areas in 7 of every 10 organizations.
F2	Frequency is the weakest Delivery sub-dimension. Low performers cluster there: 80% of the lowest-scoring quarter rank Frequency lowest.
F3	Frequency ranks 4th-worst of all 19 Agile Health Assessment indicators. Quality and Predictability sit nearer the middle.
F4	50% show a leader–team gap; where they differ, leaders rate Delivery lower 90% of the time. Leaders typically see what teams have absorbed as routine.

05 What Patterns Emerge Across Organizations?

Three recurring patterns explain how the cadence problem appears in practice. The Bottleneck Tax slows work when decisions or specialized activities depend on a small number of people. Heroism substitutes extraordinary individual effort for reliable process. The "60% Solution" fragments attention across competing priorities, leaving work active but unfinished.

These patterns are not isolated employee behaviors; they are symptoms of an operating model that does not support reliable delivery. When the system cannot consistently move work to completion, organizations compensate through bottlenecks, Heroism, and the "60% Solution."

FIGURE 02.4

T1 **60%**

The Bottleneck Tax

WHAT IT IS

Teams report only being as fast as their slowest dependency/shared resource.

WHAT IT LOOKS LIKE

Multiple teams queue against one constrained resource. Throughput is capped at the bottleneck's capacity, not at team capacity.

WHAT IT COSTS

Investment in team-level speed produces no system-level speed. The fastest team delivers at the gatekeeper's pace.

T2 **70%**

Heroism

WHAT IT IS

Sustained overwork (late nights, weekends, after-hours catch-up) substitutes for process when capacity falls short.

WHAT IT LOOKS LIKE

Recovery is made through individual effort rather than sequencing or scope decisions. Dates are hit; the mechanism is human, not designed.

WHAT IT COSTS

Carries hidden liability. Repaid in attrition, quality issues, and capacity collapse when a key person leaves or burns out.

T3 **50%**

The 60% Solution

WHAT IT IS

When time runs out, the standard moves rather than the scope. The full deliverable is released, partly finished. Distinct from a planned MVP.

WHAT IT LOOKS LIKE

Distinct from a planned MVP. The original scope is held; quality is silently released. Output looks complete on the calendar.

WHAT IT COSTS

Invisible quality debt. Subsequent cycles iterate on corrections rather than additions, and worst of all, disappointed customers.

06 What Separates Organizations with Stronger and Weaker Delivery Scores?

For this analysis, organizations were grouped based specifically on their Delivery dimension scores, not their overall Agile Health Assessment performance. The clearest distinction between organizations within the top and bottom quartile of Delivery scores is how they describe the way work reaches completion.

Top-quartile organizations describe processes:

- "We use sprints."
- "The Definition of Done says…"
- "Our planning cadence is…"

That language corresponds to sequenced work rather than stacked demands, time-boxed commitments, distributed decision rights, and impediments treated as a routine queue.

Bottom-quartile organizations describe people:

- "We push hard."
- "The team makes it work."
- "Without [name], this wouldn't get done."

In these instances, language corresponds to stacked, urgency-driven demands, negotiated completion dates, decisions that escalate up the hierarchy, and friction treated as an ambient condition rather than something to be resolved.

Performance that depends on named individuals is dependency, not capability, and it is fragile in exactly the ways the data shows: it does not show up as a strength in the aggregate, it concentrates in Frequency specifically, and it is often invisible to the people closest to it until a leader or an external assessment surfaces it.

FIGURE 02.5

TOP-TIER ORGS DESCRIBE PROCESSES	LOWER-TIER ORGS DESCRIBE PEOPLE
"We use sprints." *"The Definition of Done says…"* *"Our planning cadence is…"*	*"We push hard."* *"The team makes it work."* *"Without [name] this wouldn't get done."*
• Sequenced work, not stacked • Time-boxed commitments • Distributed decision rights • Impediments treated as a queue	• Stacked demands, urgency-driven • Negotiated completion dates • Decisions escalate up the hierarchy • Friction as ambient condition

07 What Does This Mean for Leadership?

1 **Delivery represents a wide-open opportunity.** Without execution, there is no point and any strategy will be for naught. Only 2% of organizations rank it as a top strength, and the sub-dimension data identifies a clear starting point: Frequency. Improving delivery cadence can help an organization respond to customers faster, reduce the effort required to meet commitments, and differentiate through more reliable execution.

2 **When survey results and team sentiment disagree on Delivery, that gap deserves investigation rather than dismissal.** Especially, since leaders are typically the ones noticing friction that has become normalized at the team level. The 90 percent asymmetry makes this a reliable enough signal to act on rather than dismiss as noise.

3 **Replace heroic delivery with repeatable systems.** Heroism appears in 70 percent of organizations, making it the most common of the three patterns. Extraordinary effort may help teams meet a commitment, but it also creates dependency, exhaustion, and quality risk. Leaders should ask whether delivery success can be repeated without relying on the same individuals to continually compensate for weaknesses in the system.

The leadership question is not, "Did we hit the date?" It is, "Can our system deliver valuable work reliably without depending on extraordinary individual effort?"

08 Summary

Delivery is the one performance area only 2% of organizations have made a strength, and the weakness traces to a specific place: cadence, not quality or predictability. It shows up consistently across three independent lines of evidence, the aggregate ranking against other performance areas, the indicator-level ranking against all 19 measures in the model, and the gap between what leaders and teams report, and all three point in the same direction.

Three structural patterns, the Bottleneck Tax, Heroism, and the 60% Solution explain much of why cadence breaks down, and the organizations that avoid them are not the ones asking more of their people. They are the ones that built systems that need less heroism to produce more delivery.

Focusing on the operating model to improve Delivery can lead to clear market differentiation. That market differentiation turns into customer value.

03
Prioritization

Aligning work to strategic objectives and adapting priorities.

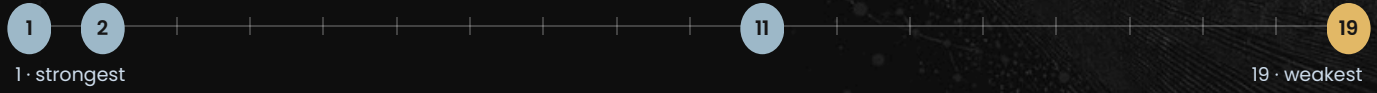


100%

of organizations have Need-Based Reprioritization (NBR) as their weakest Prioritization sub-dimension.

Across all organizations measured, the answer is unanimous.
Among the five performance areas, adaptive prioritization has the most room to differentiate.

SUB-DIMENSION RANKS AMONG ALL 19



01 Customer Centricity | 02 Delivery | **03 Prioritization** | 04 Organizational Optimization | 05 Culture & Mindset

INSIGHTS BRIEF

Dimension: Prioritization

01 What Is Prioritization, and Why Does It Matter to Agility?

Prioritization refers to the organizational alignment that exists around a consistent vision and strategy (e.g., North Star) and how that vision cascades into teams and their work efforts.

Prioritization is not just about having individual goals for each team and executing against those goals, but rather having goals that are aligned and integrated up and down the organization, working in unison towards a single organizational vision. **The power of prioritization is aligning finite resources and time, in an integrated and orchestrated fashion, to maximize value creation for the organization.**

Based on our data, a major takeaway across organizations is that strong strategic vision does not, on its own, translate into effective work reprioritization. Setting direction seems to be the easier part of the equation: organizations across our data are proficient at building a vision and translating it into a backlog. Re-ranking that work as conditions change is where the difficulty emerges, and it is where the data shows the widest gap between what organizations do well and what breaks down.

That contrast shows up clearly across the five performance areas the Agile Health Assessment measures: Customer Centricity, Prioritization, Culture & Mindset, Organizational Optimization, and Delivery.

Unlike the other four dimensions, Prioritization is neither uniformly strong nor uniformly weak; it is polarized. It holds both the strongest and the weakest indicators in the assessment, and it is the second most common weakest dimension (30.6% of organizations), behind only Organizational Optimization (42.9%).

100% **of organizations measured ranked Need-Based Reprioritization as their weakest Prioritization sub-dimension, highlighting adaptive prioritization as a widespread challenge.**

02 What Are the Prioritization Sub-dimensions?

To truly understand how prioritization shows up in an organization, we've broken this dimension down into four sub-dimensions:

SUB-DIMENSION #1

Vision-to-Backlog Alignment

How effectively is a vision translated into a backlog?

SUB-DIMENSION #2

Strategic Vision

Does an organization establish a strategic vision and build alignment around that vision?

SUB-DIMENSION #11

Work Prioritization

Does the organization effectively prioritize work on an appropriate daily/weekly/monthly/quarterly cadence?

SUB-DIMENSION #19

Need-Based Reprioritization

Does work get effectively reprioritized in response to market or organizational shifts?

Vision-to-Backlog Alignment and Strategic Vision are effectively tied at the top of all 19 indicators in the model, the healthiest top-of-funnel result of any dimension measured. Need-Based Reprioritization, the ability to re-rank work as conditions change, ranks 19th, dead last.

The same dimension holds the best score and the worst score, an eighteen-rank spread and the widest gap between highest and lowest indicator of any of the five performance areas.

This gap demonstrates the tension inherent in an organization's ability to plan and adjust. Business agility and market responsiveness are a goal for any executive team, but our data shows that organizations struggle to harmonize across the prioritization lifecycle. The pattern continues downward from there.

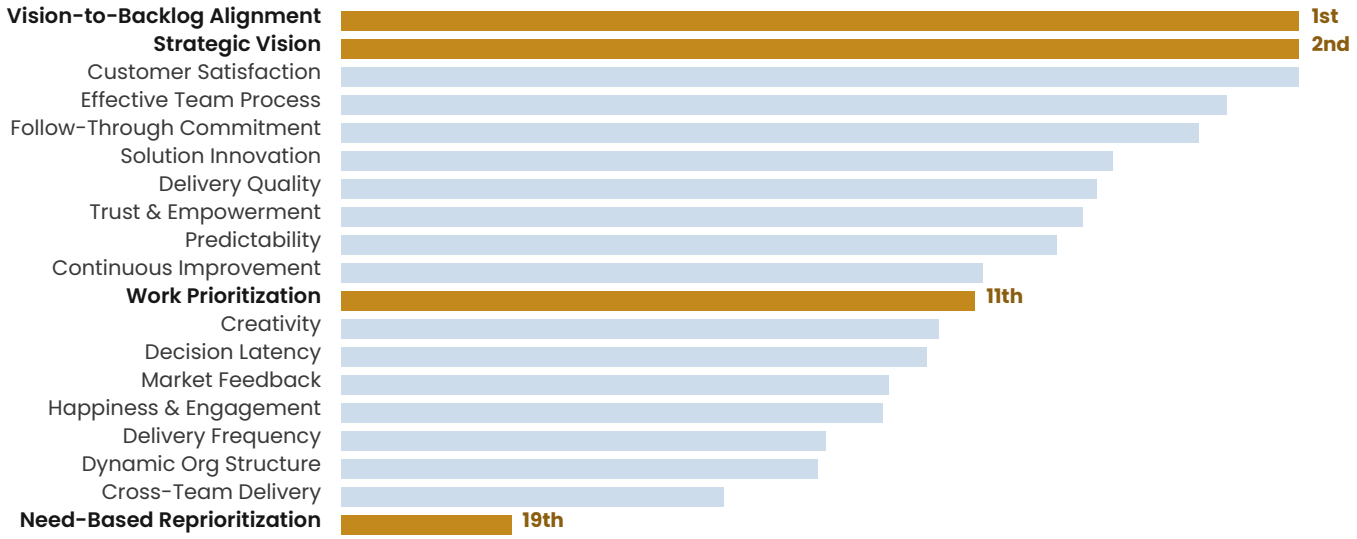
Work Prioritization, the day-to-day act of choosing what to do next, sits at 11th, already a meaningful step down from the top-of-funnel indicators above it.

Setting direction is not the problem. What breaks down is the ability to pivot and course correct a plan once it is set, and on that specific capability, no dimension in the model scores worse.

Need-Based Reprioritization is the lowest or joint-lowest Prioritization indicator in 100% of the organizations measured. A clear vision that does not adapt is a forecast, not a strategy.

FIGURE 03.1

Agile Health Assessment 19 indicators, Prioritization highlighted



Vision-to-Backlog Alignment and Strategic Vision rank tie for first, Work Prioritization ranks 11th, and Need-Based Reprioritization ranks 19th.

03 What Is the difference between Establishing Alignment and Maintaining it?

There is an important nuance to the strength of Vision-to-Backlog Alignment. Our data shows that organizations report being effective at translating vision into a backlog. Our experience working directly with clients suggests that reported alignment does not always translate into shared choices across an organization regarding what to prioritize, how work fits together across teams, and what to stop.

This, paired with need-based reprioritization's bottom ranking and differences in leader and team

member scores (described below), shows that there is a difference between establishing that alignment and maintaining it as conditions change.

An organization may establish a vision, teams will go through the process of translating that into their backlogs, and consider the work aligned. But as new work is added, priorities shift, and market realities change, that backlog does not necessarily change in lockstep. Work can accumulate without old work stopping, priorities can compete across teams or functions, and what teams are actually doing can begin to drift from the strategy the backlog was intended to support.

This does not contradict the strength of Vision-to-Backlog Alignment in the data. Instead, it offers an explanation for how Vision-to-Backlog Alignment can rank near the top while Need-Based Reprioritization ranks last. Organizations may be relatively strong at creating alignment at a point in time, but considerably weaker at maintaining that synchronization as reality changes.

04 How Do Leaders and Teams Perceive Prioritization Differently?

FIGURE 03.2

52.6% of organizations show misalignment between leaders and teams on Need-Based Reprioritization.

90% of those organizations have leaders rating it lower than their teams.

Perception adds another layer of evidence. Just over half of the organizations in the sample (52.6%) show misalignment between leaders and teams on Need-Based Reprioritization.

Where that misalignment exists, it leans sharply in one direction: 90% of the time, leaders rate reprioritization capability lower than their teams do, a more consistent indicator of disagreement than on Delivery Frequency (75%). The pattern is specific to reprioritization: on Prioritization as a whole, leaders rate lower in only 45% of misaligned organizations. These comparisons pool leader and team submissions from 2023 to 2026.

05 What Do the Findings Tell Us About Prioritization?

Based on our data, organizations report being much stronger at setting strategic direction and translating it into a backlog than they are at adjusting priorities as conditions change.

Vision-to-Backlog Alignment and Strategic Vision are tied at the top of all 19 indicators. Need-Based Reprioritization ranks last. It is the lowest or joint-lowest Prioritization indicator in 100% of organizations. And where leaders and teams disagree on it, leaders rate it lower 90% of the time.

None of these findings stand alone; each narrows the diagnosis further than the last. Prioritization is the Agile dimension where organizations are the most divided, holding the model's best and worst

indicators at once. Prioritization is strong at the top and the bottom seems to fall out when it becomes about reprioritizing. The real story is adaptation, not articulation. Organizations have an obvious opportunity to adjust, pivot, and flex based on needs. The opportunity exists to be agile with respect to strategy and prioritization.

FIGURE 03.3

F1	Prioritization is the Agile dimension where organizations are the most divided.
F2	Need-Based Reprioritization is **dead last** among 19 indicators. 100% of measured orgs score it as their lowest Prioritization sub-dimension.
F3	The other three Prioritization sub-dimensions sit at the top (#1, #2) or near the middle (#11) of the field. Strength at the top of the funnel, collapse at the bottom.
F4	Where leaders and teams disagree on NBR, 90% of the time leaders see more friction.

06 What Patterns Emerge Across Organizations?

Five recurring patterns explain the adaptation breakdown, more than any other dimension in the model, and each has a distinct mechanism and a distinct cost.

These patterns further explain the gap that exists between setting a vision and reprioritizing based on needs. Priority Whiplash is the most prevalent pattern in the entire dataset, appearing in 100 percent of organizations where due diligence and discovery interviews occurred: long-term plans get disrupted by squeaky wheels and loud voices. Decision Latency, Strategic Priority Dilution, and Meeting Paralysis each appear in about half of organizations, and Silos Interrupt Horizontal Value in about 40 percent. The patterns interlock: decision latency multiplies meeting friction, and whiplash drives priority dilution.

FIGURE 03.4

P1
Decision Latency
50%
WHAT IT IS
Authority concentrated at the top means tactical decisions queue upward.
WHAT IT COSTS
Frontline cannot adapt at market speed.

P2
Strategic Priority Dilution
50%
WHAT IT IS
Everything is a priority. The backlog flattens; ranking by value disappears.
WHAT IT COSTS
Capacity scatters; high-value work does not finish.

P3
Silos Interrupt Horizontal Value
40%
WHAT IT IS
Functional units operate without horizontal connectivity into one another.
WHAT IT COSTS
Strategic work fragments or bottlenecks at handoffs.

P4
Priority Whiplash
100%
WHAT IT IS
Long-term plans disrupted by reactive, urgent-first demands. Mid-flight work halts to chase the loudest voice.
WHAT IT COSTS
Strategic thinking time evaporates.

P5
Meeting Paralysis
50%
WHAT IT IS
Meetings expand to absorb decisions that should be delegated.
WHAT IT COSTS
Hours of capacity replaced with no-output deliberation.

07 What Separates Organizations with Stronger and Weaker Prioritization Scores?

For this analysis, organizations were grouped based specifically on their Prioritization dimension scores, not their overall Agile Health Assessment performance. The clearest distinction between organizations within the top and bottom quartile of Prioritization scores is how they describe how prioritization happens.

Organizations in the top-quartile describe a cadence:

- “We re-rank quarterly.”
- “The roadmap is a working draft."
- “Owners change priorities.”

That language corresponds to reprioritization on a defined cadence, clear owners at every layer, strategic and tactical work prioritized together, and old work explicitly retired rather than left orphaned.

Organizations in the bottom quartile describe a freeze:

- “That was decided last year,"
- “Everything is a priority,”
- "We need [name] to weigh in.”

This language corresponds to priorities that are set but become harder to adjust as conditions change. New work accumulates without existing work being reconsidered, competing priorities persist, and reprioritization becomes reactive rather than part of how the organization routinely adapts.

The issue is not whether priorities exist, but whether the system makes it possible to revisit them as new information emerges. Adaptation that depends on escalation or a single decision-maker is dependency, not organizational capability.

FIGURE 03.5

TOP-TIER ORGS DESCRIBE CADENCE	LOWER-TIER ORGS DESCRIBE FREEZE
“We re-rank quarterly.” *“The roadmap is a working draft.”* *“Owners change priorities.”*	*“That was decided last year.”* *“Everything is a priority.”* *“We need [name] to weigh in.”*
• Reprioritization on a defined cadence • Clear owners at every layer • Strategic and tactical work prioritized together • Old work explicitly retired, not orphaned	• Priorities set, then preserved as conditions change • No clear owner; decisions escalate up • Backlog grows; nothing is retired • Reprioritization treated as failure, not signal

08 What Does This Mean for Leadership?

The data points to three main implications for leadership.

FIGURE 03.6

1	**Setting direction isn't the problem; reprioritizing is.** Organizations are effective at setting strategic direction at major milestone junctures (e.g., new leadership, M&A, market entry, product launch), but struggle to adjust quickly to market changes.
2	**Decision Latency, Priority Dilution, and Priority Whiplash are real organizational diseases.** Nearly 1 out of 2 organizations struggle with these common patterns and it directly impedes their ability to react swiftly and effectively to the market.
3	**High performers run reprioritization on a cadence; low performers wait for a decider.** Top-tier orgs describe quarterly re-ranks, owners at every layer, and old work explicitly retired. Lower-tier orgs describe set-and-forget priorities, escalation up to a single decider, and backlogs that only grow.

The leadership opportunity here is to build reprioritization into how the organization operates, so priorities can be revisited and adjusted as conditions change. The goal is not simply to set the right priorities, but to build an organization that can continually revisit and adjust them as conditions change.

09 Summary

Prioritization is not uniformly strong or weak. It varies within and across organizations. It succeeds at the top of the funnel, setting vision and translating it into a backlog, and fails at the bottom, re-ranking that work as reality changes.

The result is the widest internal spread of any dimension in the model: the strongest indicator and the weakest indicator across all 19 indicators both sit within Prioritization. Five interlocking patterns, most notably Priority Whiplash, Decision Latency, Priority Dilution, and Meeting Paralysis, explain why the ability to adapt remains weak even where planning is strong.

Leading organizations did not get there by setting better priorities. They built systems that could change their priorities when reality changed. They build agile organizations. That ability to adapt keeps strategy connected to changing conditions, helps organizations respond to the market, and directs resources towards the highest priorities.

Setting strategy and reprioritizing as conditions change is where market leaders emerge, differentiation occurs, and value is created.

04 Organizational Optimization

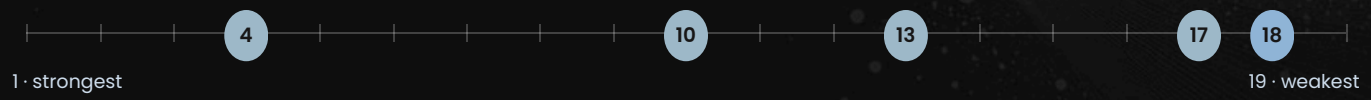
Enabling coordination, decisions, and effective work across teams.

Only 1

Organization ranked Org. Optimization as their top strength.

90% of organizations score Organizational Optimization below their average across the other four areas. If any part of this assessment shows a structural ceiling on system-level performance, this is it.

SUB-DIMENSION RANKS AMONG ALL 19



01 Customer Centricity | 02 Delivery | 03 Prioritization | **04 Organizational Optimization** | 05 Culture & Mindset

INSIGHTS BRIEF

Dimension: Organizational Optimization

01 What Is Organizational Optimization, and Why Does It Matter to Agility?

Organizational Optimization refers to the architecture and system in place to support coordination and execution within and across teams. When most people hear the term "organization" they almost always pivot to org charts, reporting lines, and hierarchy.

While this is certainly an element of Organizational Optimization, the focus of this dimension is more on how effectively the system supports rapid responses to customer opportunities (Customer Centricity), enables teams to produce intended outcomes (Delivery), and helps keep the organization aligned, from strategic priorities to the work being done (Prioritization).

Across our data, the greatest takeaway for Organizational Optimization is that it presents the greatest widespread relative weakness, or opportunity for improvement for organizations. Ninety percent of organizations score this dimension below their own average across the other four areas, and only a single organization in the entire dataset has Organizational Optimization as its strongest dimension. If any part of this assessment shows a structural ceiling on system-level performance, this is it.

Put simply, our data indicates that process broadly works inside teams, but stalls between them.

Effective Team Process ranks 4th of all 19 Agile Health Assessment indicators, the second-strongest non-Prioritization indicator in the model; inside a single team, organizations have learned to run a decent operating cadence. But Cross-Team Delivery (18th), Dynamic Org Structure (17th), and Decision Latency (13th) form the bottom of this dimension, and Cross-Team Delivery and Dynamic Org Structure account for two of the five lowest-ranked indicators in the entire model. The friction is between teams, not within them.

02 The Five Sub-dimensions of Organizational Optimization

To understand how the system works, we have broken down Organizational Optimization into five sub-dimensions:

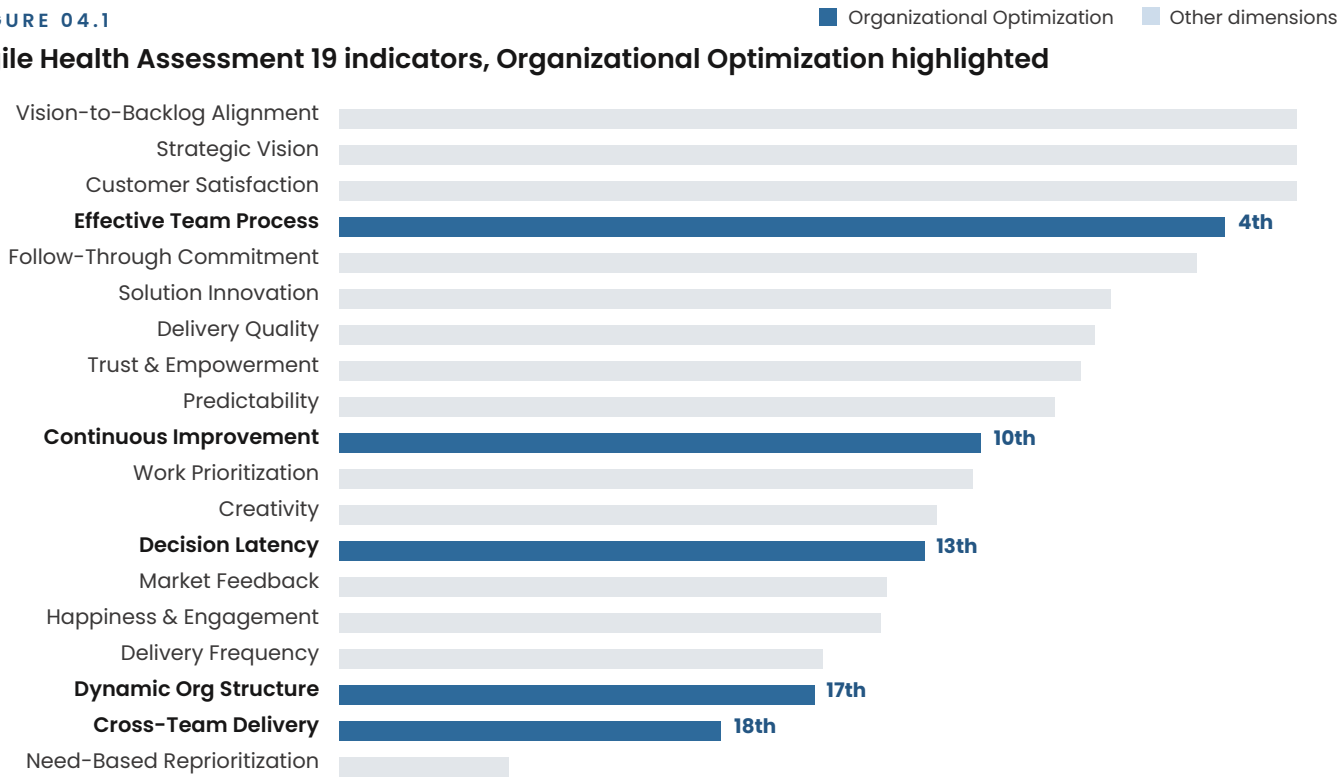
#18	**Cross-Team Delivery and Communication**	How well do teams coordinate dependencies and integrate their work? Does information move across teams quickly enough to surface and resolve impediments?
#17	**Dynamic Organization Structure**	Can the organization reconfigure teams and structures as priorities, products, or market conditions change? Are teams organized around value streams rather than functional silos?
#13	**Decision Latency**	How quickly are decisions made and are they made at the lowest appropriate level? How long does work wait on a decision before it can move forward?
#4	**Effective Team Process**	Do teams follow a consistent, disciplined process that supports focus, transparency, and a sustainable pace? Are roles, events, and artifacts used to maximize value creation?
#10	**Continuous Improvement**	Does the organization regularly inspect and adapt its ways of working? Are improvement actions identified, owned, and completed, and do they produce measurable results?

The internal spread inside this one dimension is the largest of any dimension in the model apart from Prioritization: fourteen ranks separate Effective Team Process (4th) from Cross-Team Delivery (18th), meaning the same dimension's best and worst sub-dimensions sit further apart than the top and bottom of most other dimensions combined. Dynamic Organization Structure and Cross-Team Delivery rank 17 and 18 respectively, giving this dimension 2 of the 3 weakest sub-dimensions in the entire model.

Individual team processes are mostly healthy; cross-team processes are not. The challenge comes in the dynamism and coordination of the system. The gap between individual teams and the system is not a rounding error, but a material gap.

FIGURE 04.1

Agile Health Assessment 19 indicators, Organizational Optimization highlighted



Org. Optimization sub-dimensions: Effective Team Process in 4th place, Continuous Improvement 10th, Decision Latency 13th, Dynamic Org Structure 17th, and Cross-Team Delivery 18th.

03 How Do Leaders and Teams Perceive Organizational Optimization?

Perception adds another layer of evidence. More than half, 59 percent, of the organizations assessed for leader-team alignment on Cross-Team Delivery show misalignment. This is the highest misalignment rate among the five weakest sub-dimensions compared in the output and that gap is significant. 85 percent of those misaligned organizations have leaders rating Cross-Team Delivery lower than their teams do.

Leaders consistently see less effective coordination, not more. Cross-team friction may be the hardest failure mode for teams inside the system to see. From a team's perspective, they may see strong team performance for themselves, and very likely perceive handoff issues as the result of someone else's delays.

In other words, individual teams may see cross-

team challenges as pointed problems, rather than the broader structural challenges embedded within the system. We see this challenge with many of our clients, where lack of clarity around a team's objectives or roles blur responsibilities and touchpoints.

Another common system constraint we see with many organizations is the lack of formalized processes, cadence, and systems infrastructure (e.g., related and overlapping teams working together in portfolio or platform environments) to facilitate cross team structures.

Without the structures to coordinate dependencies, clarify responsibilities, and resolve impediments, strong team performance doesn't necessarily translate into organizational performance.

FIGURE 04.2

Leaders feel the cross-team gap more than teams do

How often leaders and teams disagree on Cross-Team Delivery, and which way the gap leans

59%

of organizations show misalignment between leaders and teams on Cross-Team Delivery

85%

of those misaligned organizations have leaders rating Cross-Team Delivery lower than their teams

Where leaders and teams disagree, leaders see less coordination, not more.

04 What Do the Findings Tell Us About Organizational Optimization?

Together, these four findings converge on a single structural diagnosis.

FIGURE 04.3

F1	Org. Optimization scores below the other four areas in 90% of organizations — it is the most consistently weak dimension in the dataset. With only 1 organization, ranking it as its biggest strength.
F2	Effective Team Process is the strongest indicator in this dimension and the 4th-strongest overall. Within-team operating cadence is largely solved.
F3	Dynamic Org Structure and Cross-Team Delivery rank 17 and 18 of 19. The friction is at the seams between teams, not inside them.
F4	Where leaders and teams disagree on Cross-Team Delivery, 85% of the time leaders rate it lower — a sharp leader/team gap across the dimensions we measured.

Organizational Optimization is the most consistently weak dimension in the model. While dynamics and performance within teams are strong, coordination and collaboration across teams need greater attention. Leaders recognize these challenges more often than team members. These four findings point to the lack of effective scaling structures and systems, suggesting that the greatest opportunity for improvement lies at the broader organizational level rather than within individual teams.

05 What Patterns Emerge From the Dataset?

Three qualitative patterns offer possible explanations for the cross-team challenges.

FIGURE 04.4

01

Communication Silos

90%

WHAT IT IS

Departments operate as vertical chimneys. Visibility into adjacent functions is limited; handoffs are formal and slow.

WHAT IT COSTS

Strategic work that crosses functions fragments at boundaries. End-to-end value never compounds.

02

Capacity Constrained Trade-offs

80%

WHAT IT IS

Hiring freezes and unfilled roles leave critical functions understaffed. Lack of cross-team coordination prevents existing capacity from being tapped into. Teams are forced into 60% solutions to meet deadlines.

WHAT IT COSTS

Reprioritization needs slack the org no longer has; technical debt and burnout compound silently.

03

Centralized Decision Latency

50%

WHAT IT IS

Tactical decisions escalate upward to a small set of leaders. System throughput is capped by their calendar.

WHAT IT COSTS

Frontline cannot adapt at market speed; decision queues become invisible work-in-progress.

Communication Silos appear in 90 percent of organizations, a recurring challenge in the qualitative findings: department communication occurs up and down the vertical, usually within the function, but visibility across teams is limited. Cross-team handoffs are often formal and mired in bureaucracy and approvals as teams want to be careful of missteps and getting caught in the cross-fire of political battles.

Capacity Constrained Trade-offs appear in 80 percent of organizations. Again, the lack of cross-team coordination plays a role in constraining organizational outputs. Hiring freezes are common organizational obstacles, but agile organizations have the system to allow team reconfigurations or work re-routing to occur to tap into capacity where it exists. Where organizational silos prevent cross-team delivery, teams are forced to release products that are partially baked, the 60% Solution discussed in the Delivery dimension.

Centralized Decision Latency appears in 50 percent of organizations. Decisions escalate upward to a small set of leaders, and system throughput is capped by their calendar. The organization is constrained in its ability to respond at market speed. Decision making is hampered by bureaucracy and approvals. The system is not operating optimally.

These patterns interlock with the patterns found in Prioritization: decision latency and silos appear in both dimensions, suggesting a shared environment where Organizational Optimization and Prioritization operate in unison and impact each other.

06 What Separates Organizations with Stronger and Weaker Organizational Optimization Scores?

As we have done in previous briefs, we decomposed the dimension further by looking at what differentiates higher and lower performing organizations. Specifically, we looked at the language explicitly used to describe their Organizational Optimization.

FIGURE 04.5

TOP-TIER ORGS DESCRIBE A SYSTEM	LOWER-TIER ORGS DESCRIBE A HIERARCHY
"Decisions are made at the level closest to the work." *"We re-shape teams to the work."* *"Our retros change something."* • Decision rights distributed by domain • Team composition flexes with the backlog • Cross-team dependencies surfaced and managed • Continuous improvement produces visible changes	*"That has to go to the SteerCo."* *"We can't change teams mid-cycle."* *"We retro, but nothing changes."* • Tactical decisions escalate upward • Org chart fixed; work re-shaped to fit • Dependencies discovered at handoff • Retros run as ritual, not as input

Organizations in the top quartile describe a system:

- "Decisions are made at the level closest to the work."
- "We used to be organized in silos also...Now, we are breaking more or less those silos to integrate all the capacities in one single group."
- "Our retros change something."

This language corresponds to a system where decision rights are distributed, teams flex with the backlog, and cross-team coordination is effectively managed and turned into a strength.

Organizations in the bottom quartile describe a hierarchy:

- "We find ourselves a lot of time saying 'mother may I?' in a lot of these instances because we don't want to assume decision space,"
- "It's pretty rigid in terms of... the structure... because of the nature of our work,"
- "We talk, we talk, we talk a lot about this, but nothing changes."

Meanwhile, this language corresponds to tactical decisions that escalate upward and a rigid organizational environment.

Dependencies are treated as handoffs rather than shared value-stream challenges, while agile events become exercises in going through the motions rather than opportunities to drive meaningful change.

07 What Does This Mean for Leadership?

FIGURE 04.6

1 **Organizational Optimization is an opportunity for almost all enterprises.** Only one organization had this dimension as its highest-scoring area. Two of the bottom three sub-dimensions sit in this dimension. There is opportunity for improvement across the board.

2 **Investing in team-level practice has reached diminishing returns.** Effective Team Process already ranks 4th of 19 indicators. A number of organizations have already taken the first step to improve team performance through training and credentialing in agile ways of working. These findings support considering system-level improvements alongside team-specific investments.

3 **Focus on scaling and the overall system to transform organizational performance.** Individual team processes are mostly healthy; cross-team processes are not. To improve Organizational Optimization, focus on the architecture that enables true cross-team coordination and creates pathways to manage impediments.

Leaders have the ability to redefine the way they look at Organizational Optimization. Just as organizations apply product thinking to their customer-facing products, they can apply that same discipline to the design and continuous improvement of their operating model. The organization itself is a product that needs to evolve as priorities and conditions change.

08 Summary

Organizational Optimization presents the greatest opportunity to improve from an existing weakness to a source of strength and for tighter internal consistency. It is the dimension where the Agile Health Assessment shows the clearest structural limit on performance. Ninety percent of organizations score it below their average across the other four dimensions, and only one organization in the entire dataset has it as its strongest dimension.

However, that weakness isn't consistent across all aspects of Organizational Optimization. Effective Team Process ranks in the top 5 of all sub-dimensions and Dynamic Organization Structure and Cross-Team Delivery are in the bottom three. Team-level process scores are comparatively strong. The lower scores point to greater challenges in cross-team coordination and organizational adaptability. Perception differences between leaders and teams and the three key patterns observed (i.e. Communication Silos, Capacity Constrained Trade-offs, and Centralized Decision Latency) tell a similar story. The issue is across teams, not within a team.

This brief points to scaling structures as the biggest lever to drive Organizational Optimization. Focus on improving the systems that turn dependencies into shared value-stream problems instead of hand-offs, distributed decision rights, and team structures that can flex with the work.

Focusing on these system-level changes will create the architecture that allows you to focus on your customers, deliver with speed, and maintain alignment on priorities throughout the organization. Optimizing your organization in this way creates the foundation for greater organizational and business agility, ultimately driving greater value.

05

Culture & Mindset

How an organization's customs, practices, and ways of working enable delivery of the organization's objectives and create an environment that attracts and retains talent.

31%

of organizations rate Culture & Mindset their #1 strength.

The dimension is mid-band, neither strong nor weak.

SUB-DIMENSION RANKS AMONG ALL 19



01 Customer Centricity	02 Delivery	03 Prioritization	04 Organizational Optimization	**05 Culture & Mindset**

INSIGHTS BRIEF

Dimension: Culture & Mindset

01 What Is Culture & Mindset, and Why Does It Matter to Agility?

Culture & Mindset refers to how an organization's customs, practices, and ways of working enable delivery of the organization's objectives and create an environment that attracts and retains talent. This dimension focuses on what most organizations view as their greatest asset: their people.

The other four dimensions (Customer Centricity, Delivery, Prioritization, and Organizational Optimization) address different aspects of why work is done, what gets prioritized, and how work gets delivered; Culture & Mindset focuses on the who: the people responsible for making it all happen.

Unlike the other dimensions, which emerged as clear organizational strengths or areas for improvement, Culture & Mindset falls in the middle of the model. Its sub-dimensions also tend to generally fall closer to the middle rather than at either extreme.

But that middle-of-the-pack showing masks an important distinction. Where commitment is high, engagement tends to be the price.
Follow-Through Commitment ranks 5th of all 19 Agile Health Assessment indicators; people do what they say they will do, finish what they start, and show up when it counts. Happiness & Engagement, by contrast, ranks 15th, and Creativity ranks 12th, both in the bottom half of the model.
The same workforce that consistently follows through on its commitments is reporting lower levels of happiness, engagement, and creativity. This raises a few important questions: How sustainable is that commitment if the conditions that support it are not keeping pace? Are people rising above their system constraints in order to get things done? And what is the downstream impact of going above and beyond?

02 The Four Sub-dimensions of Culture & Mindset

To understand how culture shows up in the system, we have broken down Culture & Mindset into four sub-dimensions:

SUB-DIMENSION #5

Follow-Through Commitment

Do teams reliably deliver on what they commit to? Are commitments realistic and are they kept without sustained overwork?

SUB-DIMENSION #8

Trust & Empowerment

Do teams have real decision-making authority over their work, matched by clear accountability? Are decisions trusted to the people closest to the work, or do they default upward for permission?

SUB-DIMENSION #12

Creativity

Does the organization make room for new ideas and experimentation? Is there time and capacity for creative thinking, and is reasonable failure tolerated as part of learning?

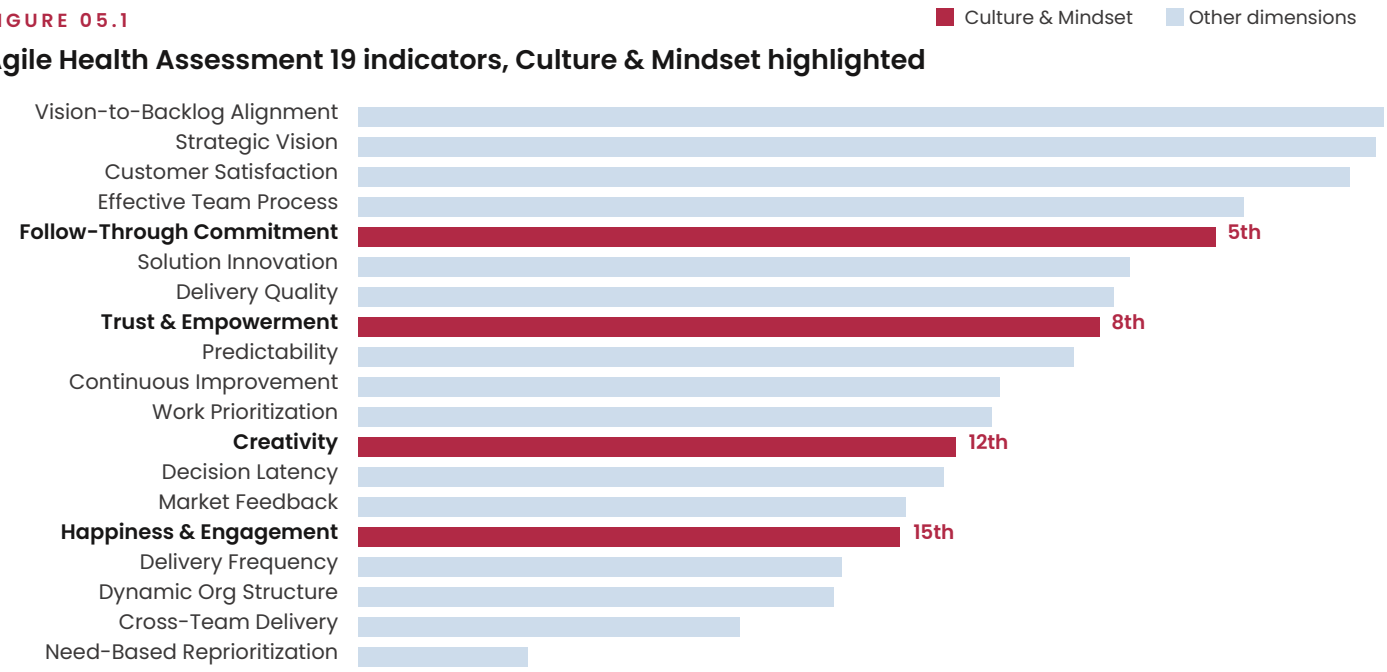
SUB-DIMENSION #15

Happiness & Engagement

Are people happy and do they see a future for themselves in the organization? Are people energized by their work and able to sustain their pace?

FIGURE 05.1

Agile Health Assessment 19 indicators, Culture & Mindset highlighted



Culture & Mindset sub-dimensions highlighted: Follow-Through Commitment in 5th, Trust & Empowerment in 8th, Creativity in 12th and Happiness & Engagement in 15th.

There is a ten-rank gap between Follow-Through Commitment (#5) and Happiness & Engagement (#15). That gap is real, but it is a comparatively tight band.

As such, Culture & Mindset is the most internally consistent dimension in the model. But that consistency should not be mistaken for a healthy organizational culture. While Follow-Through Commitment ranks among the strongest indicators, Happiness & Engagement falls near the bottom.

Employees continue to meet their commitments, even as their engagement appears to be suffering.

This distinction matters because organizations may continue to see strong performance without recognizing the strain on the people responsible for delivering it. By the time that strain begins to affect commitment and delivery, the underlying issues may already be deeply embedded. Happiness & Engagement therefore deserves attention as an early warning signal, not simply as a measure of employee satisfaction.

03 How Do Leaders and Teams Perceive Culture & Mindset Differently?

FIGURE 05.2

Misalignment is a minority pattern, but telling

How often leaders and teams disagree on Happiness & Engagement, and which way the gap leans

43% of organizations show misalignment between leaders and teams on Happiness & Engagement

67% of those misaligned organizations have leaders rating engagement lower than their teams

Where leaders and teams disagree, leaders see less engagement, not more.

Although differences between leaders' and teams' perceptions are less pronounced for Culture & Mindset than for other dimensions, the Happiness & Engagement sub-dimension reveals an important distinction. Leaders and teams disagree on this indicator in 43% of organizations, and in 67% of those cases, leaders report lower engagement than teams do.

Leaders appear to be catching what teams have already absorbed as routine: a workforce that keeps its commitments does not necessarily flag that it is running low on energy while doing it. Additionally, a lack of a strong trust culture where teams are not empowered to be creative or experiment could be part of what is driving overall happiness and engagement down. Our data shows that Trust & Empowerment is near the middle (#8 out of 19). Teams may not feel empowered or safe enough to speak up, and over time, may come to accept declining morale as the norm.

It seems that leaders may understand their teams and see this, but the jury is out on whether they are doing enough to circumvent the downward drag on Culture & Mindset. This creates an opportunity for leaders to act on what they are observing, rather than waiting for declining engagement to become visible through missed commitments, reduced performance, or employee departures.

04 What Do the Findings Tell Us About Culture & Mindset?

Four findings converge on a single structural diagnosis, each one narrowing the read further than the last.

F1	Culture & Mindset is the most internally consistent dimension in the model. All four indicators sit in a tight band: none ranks better than 5th or worse than 15th overall.
F2	Follow-Through Commitment is the strongest cultural indicator and the 5th-strongest overall. The workforce delivers on what it commits to.
F3	Happiness & Engagement is the weakest cultural indicator, 15 out of 19. People deliver, but they are tired and uninspired.
F4	Leaders see the lack of happiness and engagement from their teams. But it is unclear if they are consistently doing enough to address overall dissatisfaction.

None of these findings stands alone. Culture & Mindset, like Delivery, has one of the smaller spreads across its respective sub-dimensions. The range is relatively narrow. While it is neither a clear organizational strength nor the greatest weakness, its importance should not be overlooked.

After all, we are talking about the people who drive everything an organization does. They engage with customers, execute on priorities, and deliver value. Yet the findings suggest that while employees remain committed to their work, their happiness, engagement, and creativity are not keeping pace. The challenge is not a lack of commitment. People are showing up and delivering, but that effort may be coming at the expense of their energy and engagement. For leaders, the opportunity is not to ask for greater commitment, but to create the conditions that allow people to remain engaged while continuing to deliver.

05 What Patterns Emerge From the Dataset?

Three patterns observed across organizations explain the downward tug on Culture & Mindset and why Creativity and Happiness & Engagement are in the lower half of all sub-dimensions. These patterns connect directly to patterns found elsewhere in this research across other dimensions.

FIGURE 05.3

M1

Persistent Overburden

80%

WHAT IT IS

Sustained overwork is the safety net for delivery. "Burning the candle at both ends" is the workforce's description of normal.

WHAT IT COSTS

Engagement quietly collapses; attrition follows on a 12–18 month delay.

M2

Permission Paralysis

60%

WHAT IT IS

Decisions queue upward by default, even on tactical or low-risk items. Trust is offered in language; latitude is not granted in practice. Lack of ownership and empowerment.

WHAT IT COSTS

Cynicism. Teams stop proposing, then stop suggesting, then stop noticing. Engagement drops.

M3

Creativity Ceiling

60%

WHAT IT IS

There is desire for innovation but no tolerance for failure. Creative thinking is requested at the same time the calendar is full. Little incentive to experiment. Lost opportunity to learn, adapt, and improve.

WHAT IT COSTS

New ideas surface only at the edges — weekends, side projects, exit interviews.

Persistent Overburden appears in 80 percent of organizations. Teams are committed and delivering. But at what cost? Teams must go above and beyond and suffer from limited bandwidth. Whether it is from ever increasing backlogs, rework that results from poor prioritization clarity, or the extra effort required to work through silos, teams are overburdened. Like Heroism in the Delivery dimension, it is not sustainable. Lack of engagement ensues and attrition is a very real risk. Our experience shows a 12-18 month delay, which can mask the connection between overwork and departure.

Permission Paralysis appears in 60 percent of organizations. In other words, teams default to upward permission. Decisions are not made at the local or lowest level. They queue upward. Teams are told they are empowered and have the authority to make decisions, but they do not make those decisions. There are several reasons why teams may not make decisions commensurate with their levels: empowerment and authority are just verbal but not real, cultural practices within the organization, lack of trust, or confidence – the result is the same. Decisions queue upwards and are not made at the local level. Decision making becomes a bottleneck and engagement levels for teams drop.

Creativity Ceiling similarly appears in 60 percent of organizations. Leadership verbally advocates for creativity, but risk aversion and little tolerance for failure curtail creativity and innovation. Teams are not incentivized, and in fact penalized, for experimentation. Schedules are fully burdened, making it even more difficult to experiment and innovate. As a result, ideation meets a creativity ceiling. New ideas appear when teams have their core tasks completed which only compounds the

persistent overburden pattern discussed earlier. Or when it is completely safe and risk-free, such as during exit interviews.

These patterns are not unique to this dimension. They connect directly to Delivery's Heroism pattern and Decision Latency in Prioritization and Organizational Optimization. Culture & Mindset receives downstream impacts from operating model design, rather than being an independent dimension.

For organizations, this means that improving employee engagement requires looking beyond the employee experience itself and examining how priorities, decision-making authority, and workloads shape that experience on a daily basis.

06 What Separates Organizations with Stronger and Weaker Culture & Mindset Scores?

The clearest distinction between top-tier and lower-tier organizations is the language they use to describe how much room the operating model design leaves for energy and creative thought.

FIGURE 05.4

TOP-TIER ORGS DESCRIBE LATITUDE	LOWER-TIER ORGS DESCRIBE GRIND
"My team has real authority."	*"We're empowered, but…"*
"We have time to think."	*"There's no time to think."*
"Disagreement gets aired."	*"It's easier just to do it."*
• Decision latitude paired with accountability	• Empowerment language without authority
• Slack capacity built into the calendar	• Calendar full to the brim; no margin
• Disagreement surfaced early, not absorbed	• Disagreement absorbed, then leaks
• Recognition tied to outcomes, not hours	• Recognition tied to visible effort

Organizations in the top quartile describe flexibility and wiggle room:

- "My team has real authority."
- "We have time to think."
- "Disagreement gets aired."

This language corresponds to teams that have the space to think and act. Teams are accountable for their work products and rewarded based on outcomes, not inputs.

Organizations in the bottom quartile describe the constraints they work within:

- "We're empowered, but…"
- "There's no time to think."
- "It's easier just to do it."

Meanwhile, this language corresponds to teams that have verbal empowerment, but no real authority behind it. Instead they have limited bandwidth to experiment and pressure to get things out the door.

Engagement is a structural outcome, not a slogan. Operating model design either makes room for it or it does not. The distinction matters because organizations can use these everyday experiences to test whether their stated cultural values are actually reflected in how work gets done.

07 What Does This Mean for Leadership?

Three implications follow, each tied directly to one of the findings above rather than standing as general advice.

1 **Don't mistake commitment for engagement.** Teams follow through on their commitments. Professionals take pride in their work products. Follow-Through Commitment is one of the strongest sub-dimensions in the entire model. But it is also a lagging indicator. By the time commitment starts to show cracks, it is too late. Team morale, creativity, and engagement have already faltered.

2 **Empowerment is a structural choice, not a tone.** Top-tier organizations describe decision rights and slack capacity in concrete terms. Lower-tier organizations describe empowerment using nearly identical vocabulary, without it really being in place. The words are the same; the architecture is not.

3 **Culture is downstream of operating design.** Persistent Overburden, Permission Paralysis, and Creativity Ceiling are all real patterns and they impact culture. The implication is not to run a culture initiative in isolation, but rather to fix the operating model design which is upstream. Fix the design to manage the culture indicators, not the reverse.

For leaders, the starting point is to examine which organizational practices are making it harder for teams to do their best work, then address those constraints before asking employees to change their behavior.

08 Summary

Culture & Mindset is the most internally consistent dimension in the model, and its central finding is a split between a workforce that reliably follows through and one that is quietly running low on energy while doing it. The gap between commitment and engagement, while relatively narrow, is telling.

The patterns behind it – a workforce that is spread thin, resources that do not have empowerment, and constrained creativity—are real challenges. They connect to patterns such as Heroism and Decision Latency found in other dimensions.

The overlap in patterns and shared root causes across dimensions illustrates the connectedness across all five dimensions. No dimension stands alone. Culture & Mindset demonstrates this particularly well. The way an organization operates has a direct impact on the people doing the work. Inefficiencies in other dimensions can create additional workloads, limit teams' ability to make decisions, and leave little room for creativity or experimentation. Over time, these conditions can erode engagement and morale, even among teams that remain highly committed to delivering results.

For leaders looking to improve organizational culture, the goal is to create a system where teams can thrive and where commitment and engagement reinforce one another. Addressing the underlying constraints that affect Culture & Mindset can also strengthen an organization's ability to respond to customer needs, execute on priorities, and deliver value sustainably.

06

Conclusion: Agility Works as a System

Each chapter in this report looks at one dimension on its own. In the following section, we read the five dimensions together using three kinds of evidence: the scores, how the indicators relate to one another, and the themes that came up in interviews and survey comments.

01 What the scores tell us

The strongest indicators reflect an organization's ability to set direction and manage work within a team: Vision-to-Backlog Alignment, Strategic Vision, Customer Satisfaction, Effective Team Process, and Follow-Through Commitment. The weakest reflect the challenges of adapting to change and coordinating work across teams: Need-Based Reprioritization, Cross-Team Delivery, Dynamic Organization Structure, Delivery Frequency, and Happiness & Engagement.

The scores sit close together. Every indicator averages between 5.77 and 7.10 on a 10-point scale, so the rankings show relative strengths and weaknesses. Because these findings are self-reported, a low ranking does not necessarily indicate that an organization is underperforming in that area. Rather, it reflects how individuals perceive and experience that aspect of their organization relative to the other areas assessed.

Together, these findings suggest that organizations are better at establishing direction than adapting along the way, and are more effective at managing work within teams than coordinating it across them.

Leader and team member responses add to the picture. When their assessments differ, leaders tend to rate organizational performance lower than team members. We see this on the weakest indicator in every dimension and on four of the five dimensions as a whole. One recurring explanation we've seen is that leaders tend to notice friction that teams have come to accept as normal.

02 How the indicators relate

Beyond the individual scores, we examined how the 19 indicators relate to one another. By analyzing correlations at both the individual and organizational levels, and accounting for each organization's overall health, we identified four relationships that add context to the findings. These findings help us understand which conditions tend to occur together, but they do not establish cause and effect.

Strength in one area usually comes with strength in others.

Every indicator is positively related to every other. When an organization scores low in one area, it usually scores lower in others too.

The five dimensions are meaningful indicators of agility.

After accounting for overall health, indicators in the same dimension still move together, while those in different dimensions generally do not. Organizational Optimization is the loosest of the five, with indicators that behave more like separate levers than a single capability.

Delivering often and trusting teams go hand in hand with better results.

Organizations that deliver more often also report stronger Solution Innovation, while those with higher Trust & Empowerment report faster decisions.

Faster delivery does not always come with healthy conditions.

Organizations that deliver more often than their overall health would predict report lower trust and engagement. Commitment and engagement, on the other hand, rise together.

03 Looking at the organization as a system

Most of the weakest indicators in this report do not belong to any single team. They describe how priorities get reset, how work crosses team boundaries, how structure adapts, and how long decisions take. By contrast, many of the strongest indicators reflect how work happens within teams. When considered alongside the relationships among indicators and our experience with clients, this suggests that improving individual capabilities in isolation is unlikely to produce lasting change.

In our work with clients, we've found that execution challenges at scale often have more to do with how an organization is designed than with the performance of individual teams. When these indicators reveal weaknesses, understanding how the organization is structured to make decisions, coordinate work, and respond to change becomes an important place to start.

04 How we think about the operating model

Agility is not the goal. It is how an organization reaches its business outcomes. An Agile operating model connects strategy to delivery across the enterprise, bringing together decision-making, prioritization, team structures, and feedback loops so work can continue moving as complexity grows. In our experience, three elements are essential to making that possible:

Strategy to delivery alignment

Strategic priorities turn into team-level work without delay, reinterpretation, or competing signals.

Decision flow and governance

It is clear who decides what, at what level, and how quickly, with enough control and less friction.

Learning and adapting loops

Feedback moves quickly between customers, teams, and leaders, so the organization can change direction based on real outcomes.

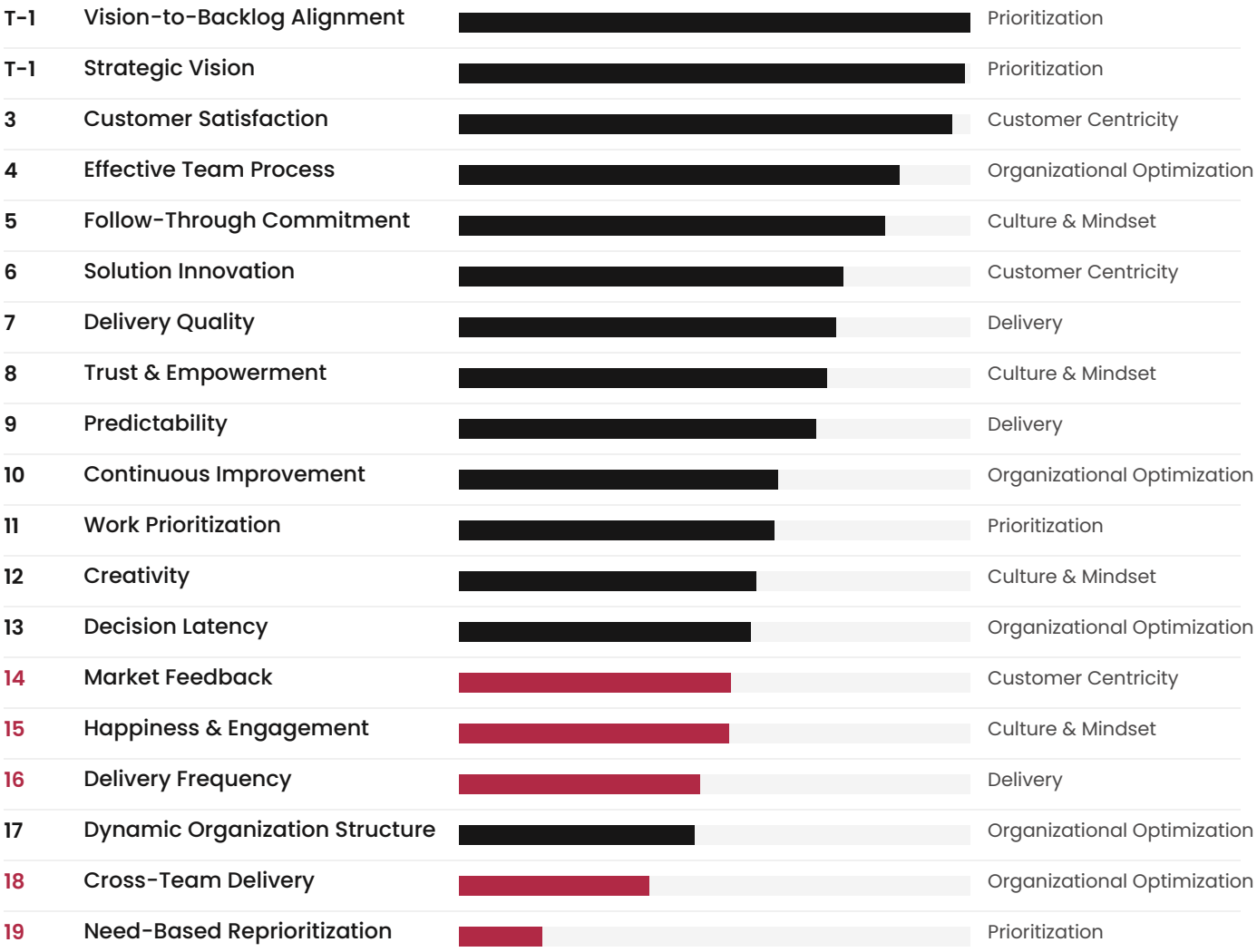
This is why our work with clients begins with understanding how the organization operates today. Through discovery and assessment, we examine how decisions are made, how work is prioritized, and where progress slows, helping leaders develop a shared view of the system.

From there, leaders can identify changes to decision rights, prioritization mechanisms, and cross-team coordination. Rather than introducing these changes all at once, they are tested and refined through real work while the business continues to operate. Scrum and Scrum@Scale provide a common structure for this process, allowing organizations to make progress visible, measure outcomes, and continuously improve.

Appendix and References

FIGURE 6.1

All 19 indicators by overall rank



Red marks the weakest reported indicator within each dimension. "T-1" indicates a tie for 1st, so no indicator holds rank 2.

APPENDIX, CONTINUED

B · Methodology notes

Data were collected from February 2023 to March 2026. Respondents rate each item on a 1 to 10 scale, and 99 duplicate submissions were removed. Indicator ranks use each indicator's average score. Leaders are respondents who lead multiple teams, compared with team members, and a gap of 8% or more counts as misaligned. Themes were identified with NotebookLM from client interviews and focus groups, and free-text survey responses, then verified by the authors.

C · Research limitations

1. Indicator ranks are relative. A low rank does not by itself indicate a low absolute score.
2. Percentages in this report use different denominators (organizations, respondents, or misaligned cases) and are not directly comparable.
3. Connections between dimensions are observations across findings and do not establish causal relationships.
4. Respondents come from organizations working with Scrum Inc. and from training cohorts, not a random sample. All scores are self-reported. Responses are not verified as unique people.

D · References

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08 About Scrum Inc.

Founded by Dr. Jeff Sutherland, co-creator of Scrum and creator of Scrum@Scale, Scrum Inc. helps organizations improve how they work and deliver value.

Through consulting, training, and coaching, we partner with leaders to apply Scrum and Scrum@Scale, redesign Agile operating models, align strategy with execution, and build lasting organizational agility that delivers measurable business results.

The Agile Health Assessment is part of Scrum Inc.'s consulting practice. It gives organizations a baseline of their business agility before they begin or expand a transformation.

LEARN MORE

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General inquiries may be sent to info@scruminc.com

GLOBAL PRACTICES

01	02	03	04
United States	**Latin America**	**Europe**	**Asia**

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